Michael R. Bloomberg **Mayor**	The City of New York Department of Transportation	**Janette Sadik-Khan** **Commissioner**

REQUEST FOR PROPOSALS

TO PROVIDE A

BIKESHARE SYSTEM IN THE CITY OF NEW YORK

PIN: 84109MBAD390
EPIN: 84111P0004

RELEASE DATE OF THE SOLICITATION: Tuesday, November 23, 2010

ANTICIPATED CONTRACT TERM: Five (5) Years plus two options to renew for Five (5) Years

The contract term shall commence upon Notice to Proceed, estimated to be September 1, 2011, and is anticipated to continue through August 31, 2016.

AUTHORIZED AGENCY CONTACT PERSON

Proposers are advised that the Authorized Agency Contact Person for all matters concerning this solicitation is:

Polly B. Horton
Office of the Agency Chief Contracting Officer
New York City Department of Transportation
55 Water Street, 8th Floor
New York, New York 10041
Telephone: (212) 839-4370
Fax: (212) 839-4241
Email: bikesharerfp@dot.nyc.gov

Department of Transportation

JANETTE SADIK-KHAN, Commissioner

November 23, 2010

Re: Request for Proposals to provide a Bikeshare System in the City of New York
PIN: 84109MBAD390

To Whom It May Concern:

I am pleased to invite you to submit a Proposal to provide a bikeshare system in New York City as further defined herein.

Please be advised that a Pre-Proposal Conference has been scheduled for Wednesday, December 8, 2010 at 10:00 AM at 55 Water Street, Ground Floor Bid Room, New York, NY 10041.

Failure to comply with the requirements for the submission of a response to this Solicitation may result in your submission being deemed non-responsive. Please follow the instructions carefully.

You should hand deliver your proposal, as indicated in Section IV of the Solicitation, to the New York City Department of Transportation, Contract Section, 55 Water Street, Ground Floor, New York, NY 10041 on or before Wednesday, February 16, 2011 between the hours of 9:00 AM and 2:00 PM on business days only.

In order that we can expeditiously disseminate additional information regarding this Solicitation, please complete the attached "**ACKNOWLEDGEMENT OF RECEIPT OF SOLICITATION**" form and return to Polly B. Horton within 48 Hours of receipt of this solicitation by email: bikesharerfp@dot.nyc.gov; or by mail to 55 Water Street, 8th floor, New York, NY 10041 postmarked within 48 Hours of receipt.

If you have any questions concerning this Solicitation, please call (212) 839-4370.

Very truly yours,

_____

Polly B. Horton
Office of the Agency Chief Contracting Officer

Enclosure

NYC Department of Transportation
Finance, Contracting and Program Management Division
Office of the Agency Chief Contracting Officer
55 Water Street, New York, NY 10041
T: 212.839.9292 F: 212-839-4241

ACKNOWLEDGEMENT OF RECEIPT OF SOLICITATION

NYCDOT STRONGLY RECOMMENDS THAT YOUR FIRM EMAIL THIS ACKNOWLEDGEMENT TO NYCDOT, AT THE ADDRESS BELOW, TO ENSURE THAT YOU RECEIVE ALL FUTURE ADDENDA TO THIS SOLICITATION
EMAIL: bikesharerfp@dot.nyc.gov

☐ **WE WILL PARTICIPATE IN THE SOLICITATION -** SEND ANY ADDENDA TO THE CONTACT PERSON LISTED BELOW: Solicitation Contract Title: Provide a Bikeshare System in the City of New York

Company:		
Address:		
City:	State:	ZIP:
Contact Person: Andrew	Phone:	Email:
Solicitation Contract Number:	Fax:	

Please indicate the number of people you plan to have attend the pre-proposal conference: ___

OR

☐ **WE DO NOT PLAN TO SUBMIT A PROPOSAL, BECAUSE (Please check as many as apply).**

Please check **all** the reasons that apply and return this form to: bikesharerfp@dot.nyc.gov.

☐ 1) Size of this contract is not within the interest of Company.

☐ 2) Company had an insufficient amount of time to prepare proposal. (Please provide the date that the Company acquired the Solicitation and any other pertinent information.)

☐ 3) Contract work not within the specialty of the Company. (Please cite Company's area of specialty.)

☐ 4) Other. (Please explain in comment section below.)

Comments: (Please use additional sheets if necessary)

_____ Signature

_____ Title

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Printed on paper containing 30% post-consumer material

SECTION I

TIMETABLE

A. Release Date of the Solicitation

Date: Tuesday, November 23, 2010

All questions and requests for additional information or clarification concerning this Solicitation should be directed to Polly B. Horton, the Authorized Agency Contact Person, at

Telephone Number: (212) 839-4370
Fax Number: (212) 839-4241
E-Mail Address: bikesharerfp@dot.nyc.gov
Address : 55 Water Street, 8th floor, New York, NY 10041

Proposers should forward questions by email or mail no later than 5:00 PM on December 6, 2010. The New York City Department of Transportation ("NYCDOT") may be unable to respond to questions received after that date. All questions submitted by proposers and answers to those questions will be made available via addenda to all proposers who received a copy of this Solicitation and who indicated in their Acknowledgement of Receipt of Solicitation their intention to submit a proposal.

B. Pre-Proposal Conference

Date: December 8, 2010
Time: 10:00 AM
Location: 55 Water Street, Ground Floor Bid Room
New York, NY 10041

Attendance by proposers is optional, but strongly recommended by NYCDOT. All questions and requests for additional information concerning the pre-proposal conference should be directed solely to the Authorized Agency Contact Person.

C. Proposal Due Date, Time and Location

Date: Wednesday, February 16, 2011
Time: 2:00 PM
Location: NYCDOT Contracts Section
55 Water Street, Ground Floor
New York, NY 10041

Proposals shall be hand delivered to NYCDOT Contracts Section located 55 Water Street, Ground Floor, New York, NY 10041, between the hours of 9:00am and 2:00pm on business days only. E-mailed or faxed proposals will not be accepted.

Proposals received after the Proposal Due Date and Time shall be deemed late and will not be accepted by NYCDOT, as provided by the New York City Procurement Policy Board Rules (the "PPB Rules").

NYCDOT will consider requests made to the Authorized Agency Contact Person to extend the Proposal Due Date and Time prescribed above. However, unless NYCDOT issues a written addendum to this Solicitation that extends the Proposal Due Date and Time, the Proposal Due Date and Time prescribed above shall remain in effect.

SECTION II

SUMMARY OF THE SOLICITATION

A. Purpose of the Solicitation

The purpose of this Solicitation is to select a proposer to be the contractor for an anticipated contract (the "Contractor") to design, build, operate, maintain and publicize a network of publicly available bicycles in a Bikeshare System (a "System") in New York City, as set forth in this Solicitation.

In compensation for providing The City of New York (the "City") with the services of the System, the Contractor will collect membership/user fees, advertising and sponsorship revenues and other revenue sources, as approved by the City. Additionally, NYCDOT anticipates that System revenues should, at a prescribed level, be shared with the City. All System equipment will be provided and owned by, and all installation, operating and promotional responsibilities will be borne and insured by, the Contractor. NYCDOT encourages proposers to form teams, if necessary, to adequately address the financial, programmatic, operational and promotional aspects of the System.

The System goals are to provide a financially self-sustaining, 24-hour transportation network that complements existing transit and transportation options; to increase multi-modal travel options in New York City, especially in the Central Business District (the "CBD") and surrounding neighborhoods; to develop a System that is accessible to New York City residents, commuters, visitors and tourists alike; and to encourage bicycle use as an environmentally-friendly and congestion-reducing transportation option in keeping with the Mayor's PlaNYC 2030 goals. Participants will be able to use the System to bike from or to transit facilities, to their places of employment and residence, as well as to and from businesses, stores and social destinations. Additional benefits of the System include reducing the city's carbon emissions, providing recreational opportunities and improving the health of the System's participants as well as creating a revenue stream and employment opportunities in New York City. Further discussion and analysis regarding the benefits of the System may be obtained in the New York City Department of City Planning's publication entitled, BIKE-SHARE Opportunities in New York City. The publication is available at:

http://www.nyc.gov/html/dcp/html/transportation/td_bike_share.shtml.

Preliminary analyses, conducted by NYCDOT and New York City Department of City Planning, indicate that a financially self-sustaining System would cover the CBD (south of 60th Street in Manhattan) and surrounding neighborhoods. NYCDOT estimates that a System of this size would require approximately 10,000 bicycles spread over approximately 600 stations. NYCDOT is particularly interested in Systems that span more than one borough and make the best use of the City's burgeoning bicycle network. Proposers are encouraged to propose System areas and sizes (number and densities of bicycles and stations) based on NYCDOT's assumptions or propose alternate System areas, as appropriate. Additionally, the System user fee structure should encourage multiple short duration journeys. In order to accomplish this objective, the System should have a minimum of daily, weekly, and annual memberships with appropriate corresponding rates. It is also anticipated that an extended use fee should be charged to users after an initial free period of bicycle use.

NYCDOT anticipates that the System will "go live" on or about April 1st, 2012. Before the "go-live" date for the System, NYCDOT expects the Contractor to perform a street test (the "Street Test") of the System during the summer/fall of 2011. The intent of the Street Test is to assess all of the elements of the System, including but not limited to bicycles, locking mechanisms, stations, station power sources, and support systems. At a minimum, the size of the Street Test should comprise of thirty (30) stations with the proportionate number of System bicycles, equipment and operations. The Street Test should be in operation for approximately two (2) months. The Contractor will be prohibited from commencing further equipment implementation of the System, bicycles and stations, until completion of the Street Test, to NYCDOT's sole satisfaction. The Contractor should anticipate completing all of the System elements necessary for commencement of the System prior to the "go-live" date.

B. Anticipated Contract Term

The contract term shall commence upon the issuance of a Notice to Proceed by NYCDOT. The initial proposed contract term shall be for five (5) years and may be renewed, at NYCDOT's sole discretion, for two additional five (5) year terms.

C. Contractual Agreement

A contract will be awarded to the responsible proposer whose proposal is determined to be the most advantageous to the City, taking into consideration the Technical Proposal, Business Model, the price(s) to be charged for services to the public, in accordance with the factors or criteria which are set forth in this Solicitation. Please note, the proposed contract will be subject to all required governmental approvals and necessary permitting including, but not limited to, the approval of the station design by the Public Design Commission and the Landmarks Preservation Commission.

D. Security Fund, Performance and Payment Bond and Additional Collateral Requirements

Security Fund

Prior to the execution of the proposed Contract, the Contractor will be required to deposit with the New York City Comptroller an amount to be determined by the City, which will be not less than five-hundred thousand dollars ($500,000), sufficient to ensure the faithful performance by the Contractor of all conditions, provisions, and requirements of the proposed contract. NYCDOT will be authorized to make withdrawals from the Security Fund should the Contractor fail to pay any fees or taxes. NYCDOT also will be authorized, in the event the Contractor fails to cure a breach of the proposed contract after notice from NYCDOT, to cause the necessary work to be done and collect the cost thereof from the Security Fund. NYCDOT also will be authorized to assess and collect liquidated damages from the Security Fund or the Contractor.

Performance and Payment Bonds

Prior to the execution of the proposed contract, the Contractor will be required to deposit with the New York City Comptroller a surety performance bond and a surety payment bond in an amount to be determined by the City sufficient to ensure the installation of the System structures and the faithful performance of all of the terms and conditions of the proposed contract. The performance bond shall also expressly provide for the in-kind replacement and repair of sidewalks and historic pavements. A portion of this performance and payment bonds may be in the form of cash, and the remainder shall be in the form of a bond, legally executed by a surety company or companies approved by the City and authorized to do business in the State of New York.

Liability and Insurance

The Contractor will be liable for, and shall indemnify, defend and hold the City, its officers, agents, and employees harmless from, any and all claims or damages to persons or property by reason of the design, installation, operation, maintenance or promotion of the System. The Contractor will be required to procure and maintain, at its sole cost and expense, the following types of insurance from an insurance company acceptable to the City:

a. Commercial General Liability Insurance in the amount of ten million dollars ($10,000,000) aggregate and two million dollars ($2,000,000 per occurrence) in the Company's name, and naming the City, its officers, agents and employees as an additional insured thereunder, and endorsed to cover the liability assumed by the Company;

b. Workers' Compensation Insurance in accordance with applicable New York State law;

c. Employers' Liability Insurance in accordance with applicable New York State law; and

d. Automobile Liability Insurance in the amount of two million dollars ($2,000,000) aggregate and one million dollars ($1,000,000 per occurrence) and naming the City, its officers, agents, and employees as an additional insured.

E. Agreement Approvals

The Contractor must obtain the prior written approval of NYCDOT prior to entering into any marketing, advertising or sponsorship agreement.

F. Monthly Reports

The Contractor will be required to submit monthly reports of gross revenues, in a format approved by NYCDOT, broken down into categories of income. At the end of each operating year, the Contractor will be required to submit a detailed income and expense statement for the past year's operation.

G. Approvals

The design of the Stations will be subject to the review and approval of the Public Design Commission and the Landmarks Preservation Commission, to the extent required by law. The Contractor will be required to comply with the Americans with Disabilities Act and any additional federal, state, and local laws relating to accessibility for people with disabilities as applicable. The Contractor will be required to comply with all New York City laws, rules and codes related to materials and construction.

H. Build-out

The Contractor shall comply with all applicable sections of the building and electrical codes of the City and comply with all NYCDOT's rules, regulations and specifications. The Contractor will obtain any required permits from NYCDOT and any appropriate City agency, and pay any required fees. Where the work to be done in connection with the installation, operation, maintenance, repair, removal or deactivation of the System structures requires that such work be performed by an electrician, the Contractor shall employ and utilize only licensed electricians. Quality workmanship shall be employed at all times. State-of-the-art construction methods and building materials must be integrated into the System structures as they become available. After the installation or removal of any System structures, the site immediately under

or adjacent thereto shall be restored to its proper condition by the Contractor at the Contractor's sole expense.

The design and placement of the System structures shall not result in an installation that causes the destruction or damage of any part of a sidewalk or historic pavement. This shall not preclude the Contractor from installing a System structures on a sidewalk or historic pavement. In the event that the placement of any System structures results in damage to the Sidewalk or Historic Pavement, such sidewalk or pavement shall be restored to its original condition at the sole expense of the Contractor, using in-kind materials. Prior to any such installation, the Contractor shall be required to make a good faith effort to procure sufficient quantities of those materials of which the Sidewalk or Historic Pavement is comprised to repair, replace, or restore it to its original condition.

During the term of the proposed Contract, NYCDOT may direct the Contractor to remove, replace, and/or relocate System structures as necessary to accommodate changing conditions or to address security concerns. The Contractor, at the request of the City, shall be required to remove System structures which interfere with the construction, maintenance or repairs of public utilities, public works or public improvements, or which the City otherwise deems to be inappropriate at a particular location. At the request of the City, System structures so removed shall be reinstalled when construction, maintenance, or repairs are completed or relocated to sites approved by the City. Sites for relocation of System structures shall be subject to the approval of NYCDOT. All such removals, reinstallations, and/or relocations shall be accomplished at the sole expense of the Contractor.

I. Maintenance and Operation

The Contractor shall be responsible for the maintenance of the System. Such maintenance shall include, but is not limited to, inspecting, cleaning and removing graffiti from the System structures on a timely basis, including removal of debris, snow and ice in and around the System structures, preventive maintenance and prompt repairs. The proposed contract will provide for liquidated damages related to the Contractor's failure to perform such maintenance to the satisfaction of NYCDOT. The Contractor shall be required to agree to service levels as set forth in Appendix C. Please review the Service Level Agreements ("SLAs") listed in Appendix C for further details. NYCDOT reserves the right, at its sole discretion, to adjust the SLAs in the Contract.

J. Ownership

The System, including the System structures, will remain the property of the Contractor during the term of the proposed Contract. On expiration or termination of the proposed Contract, the System and the System structures shall be immediately removed. The Contractor shall restore all sites to their proper condition; removal and restoration shall be at the Contractor's sole expense.

K. Response to Complaints

All System structures shall contain a conspicuously posted telephone number of 311 to which the public may direct complaints and comments and instructions for filing a complaint. The Contractor shall cooperate with NYCDOT in timely responding to any such complaints. The Contractor shall provide a shared database in which NYCDOT can communicate complaints from the public and from the City, and in which the Contractor can report the resolution of such complaints.

L. Revenue

In compensation for providing the City with the services of the System, the Contractor will collect membership/user fees, advertising and sponsorship revenues and revenue from other sources, as approved by the City, and may, pursuant to terms to be negotiated with the Contractor, share System revenues, at a prescribed level, with the City. Any revenue received by the City shall not be considered in any manner in the nature of a tax, but such payments shall be made in addition to any and all taxes of whatever kind or description that are now or at any time hereafter may be required to be paid pursuant to any local, state, or federal law.

M. Data Security

Security of the Bike Share System shall be required for maintaining the integrity of the data and the success of the System. It is also required that data is held securely and is only accessed by authorized personnel. The Contractor shall develop a robust security policy. The Contractor must also have mechanisms to ensure that its security policy is enforced, and that any breaches are identified and reported to NYCDOT with a plan to prevent breaches in the future. All elements of the System must comply with the New York City Citywide Information Security Policies, available at:

http://www.nyc.gov/html/doitt/html/business/business_it_security.shtml.

For a hard copy of this information please contact Polly B. Horton at (212) 839-4370.

SECTION III

SCOPE OF SERVICES

A. Agency Goals and Objectives

NYCDOT seeks to contract with the Contractor to provide the appropriate solution to design, build, operate, maintain and promote the System. The goals of the System are:

1. To provide a financially self-sustaining, 24-hour transportation network that complements existing transit and transportation options;
2. To increase multi-modal travel options in New York City, especially in the CBD and surrounding neighborhoods;
3. To develop a System that is accessible to New York City residents, commuters, visitors and tourists; and
4. To encourage bicycle use as an environmentally-friendly and congestion-reducing transportation option in keeping with the Mayor's PlaNYC 2030 goals.

B. Agency Assumptions Regarding Proposer's Approach

At a minimum, the System and related services should comprise of the following:

1. Quality assurance, implementation and staffing plans;
2. Bicycles, stations and computer system, including safe and secure transactions;
3. Website;
4. System installation and maintenance;
5. Membership and promotion; and
6. Appropriate staffing.

In compensation for providing the City with the services of the System, the Contractor will collect membership/user fees, advertising and sponsorship revenues and other revenue sources, as approved by the City. Additionally, NYCDOT anticipates that System revenues should, at a prescribed level, be shared with the City. All System equipment will be owned by, and all operating and promotional responsibilities will be borne by, the Contractor. NYCDOT encourages proposers to form teams, if necessary, to adequately address the financial, programmatic, operational, maintenance and promotional aspects of the System.

C. Agency Assumptions Regarding Performance Outcomes and Service Level Agreements

The Contractor will be subject to Service Level Agreements ("SLA"), as specified in Appendix C of this RFP.

SECTION IV

FORMAT AND CONTENT OF THE PROPOSAL

A. Proposal Package Instructions

Proposers should provide all information required in the format and order below. The proposal should be printed on both sides of 8 ½" x 11" paper. The City requests that all proposals be submitted on paper with no less than 30% post consumer material content, i.e., the minimum recovered fiber content level for reprographic papers recommended by the United States Environmental Protection Agency (for any changes to that standard please consult: http://www.epa.gov/cpg/products/printing.htm). All proposal and business model pages should be paginated. The proposal will be evaluated on the basis of its content, not length. Failure to comply with any of these instructions will not make the proposal non-responsive.

A.1 Technical Proposal Instructions

Proposers should adhere to the following instructions pertaining to Attachments C-1 through C-16, C-19 and C-20:

1. For items categorized as **Narrative** in Column 3, proposers should provide a written response in Column 5; proposers may include, if applicable, images, diagrams etc, and may attach additional pages as needed (each such page should be labeled/indexed with the corresponding question number to which it refers).

2. For items categorized as **YES/NO/NA** in Column 3, proposers should answer either "Yes", "No," or "Not Applicable (NA)" to indicate if such proposal can provide or adhere to the particular element(s). Such answers are defined as:

   a. Yes = Yes, the proposing firm can provide this feature or function;

   b. No = No, the proposing firm cannot provide this feature or function for reasons explained in the Comments/Explanation column (Column 5);

   c. NA = This feature or function is not applicable for reasons explained in the Comments/Explanation column (Column 5).

   Please note that, while NYCDOT expects that the listed features and functions would be part of a System, a "No" answer to any specific question will not result in an automatic disqualification. Proposers may utilize the Comments/Explanation column (Column 5) as necessary, to elaborate on any "Yes", "No," or "Not Applicable (NA)" answer. In addition, as applicable, proposers should also use "Comments" boxes to specify certain details, such as brand, make, model, etc. Please note, proposers may use additional room to provide comments and explanations requested in Column 5 or proposers may label or index any additional pages that are attached to the response.

   IMPORTANT (for the following question only): Stations Attachment C-6 Ref. 7a

   A "No" answer will result in automatic disqualification. While a limited number of Stations may be hard wired at NYCDOT's sole approval, the typical Station must not use a hard wired connection to a power grid.

For Example:

SAMPLE: FOR DEMONSTRATION PURPOSES ONLY				
Col. 1	**Col. 2**	**Col. 3**	**Col. 4**	**Col. 5**
Ref.	**Element**	**Type**	**Yes/ No/NA**	**Comments/ Explanations**
1	Please describe your proposed Bicycle including Bicycle weight and material(s).	**Narrative**		**Text to be provided by Proposer.**
2	Please describe how GPS and RFID will be incorporated into the Bicycle design.	**Narrative**		**Text to be provided by Proposer.**
3	**NYCDOT expects that the following criteria can be met. If this is not the case, please indicate.**			
	a Bicycle elements/parts cannot be removed without specialized, proprietary tools.	**Yes/No/ NA**	**Yes**	**Proposer may include additional information if desired**
	b Bicycles have a "one size fits all" design that fits the majority of the adult population with seat-only adjustment. Seat adjustment should not require any additional tools.	**Yes/No/ NA**	**No**	**Explanation of "No" response to be provided by Proposer.**

Proposers should adhere to the following instructions pertaining to Attachment C-17:

a. For each Performance Indicator (PI), proposers should indicate the proposed performance Thresholds and the corresponding dollar value they are willing to pay if they do not meet these Thresholds (Col. 7 & 8).

b. Proposers may propose additional or alternative Service Level Agreements (SLAs).

For Example:

SAMPLE: FOR DEMONSTRATION PURPOSES ONLY							
Col. 1	**Col. 2**	**Col. 3**	**Col. 4**	**Col. 5**	**Col. 6**	**Col. 7**	**Col. 8**
Ref.	**Performance Indicator (PI)**	**PI Description**	**Measurement Tool**	**Measurement Period**	**Units**	**Threshold 1**	**Threshold 2**
SAMPLE 1	**Bicycle seat functionality**	Total number of functioning Bicycle Seats	*Extrapolation from field checks by DOT staff.*	Daily	Percentage of Bicycle Seats	**100%-95%**	**90%-0%**
						$100	**$500**
SAMPLE 2	**Stations light functionality**	Hours Station lights do not work properly	*Extrapolation from field checks by DOT staff.*	Week	Hours	**1-5**	**>5**
						$100	**$500**

With respect to Attachment C-18, proposers should complete Column 4, indicating for each NYCDOT milestone, whether proposer concurs in NYCDOT's proposed date or whether an alternative milestone date is proposed.

The Statement of Qualifications (Attachment C-1) and the required References (Attachment C-20) are a presentation of the qualifications and experience of the proposer's organization and the staff that will be

participating in the proposed contract. If applicable, the Statement of Qualifications (Attachment C-1) and the required References (Attachment C-20) shall be included for each firm that is a party to the proposal or that will provide services associated with the proposed contract, *e.g.*, two firms submitting one proposal as a joint venture or one firm submitting a proposal that will require subcontracting on a long-term basis to one or more firms.

A.2 Business Model Instructions

Using a format of their choice, preferably a financial pro-forma format, proposers should address the six (6) aspects of the financial performance of their proposed system listed in Attachment D-1.

Proposers should follow the revenue source parameters listed below when developing the Business Model for their proposed systems. Please note that all revenue sources are subject to NYCDOT approval.

1. Membership and User Fees
    a. Proposed membership and user fees should be in line with membership and user fees currently used by comparable bike share systems around the world.
    b. All rates and proposed rate increases are subject to NYCDOT approval.

2. Advertising and Sponsorship Placement(s)

Many forms of advertising and sponsorship placement(s) are permitted revenue sources for the System. All proposed advertising and sponsorship placement(s) are subject to NYCDOT approval. Proposers should follow the parameters listed below when developing their Business Model.

On stations:
For each station, proposers may propose:
a. One (1) advertising or sponsorship placements panel per Station Computer Unit;
b. Panels may not be larger than approximately 2 feet by 4 feet (similar to the size of a standard NYC phone kiosk vertical panel) and must be placed on the station Computer Unit; and
c. Total advertising or sponsorship on each station may not exceed 1.5 square feet per station Dock.

On bicycles:
For each bicycle, proposers may propose:
a. One (1) advertiser or sponsor per bicycle i.e. a bicycle may not have multiple sponsors or advertisers;
b. Total advertisements and sponsorship placements may not exceed 1.5 square feet per bicycle;
c. Advertisements and sponsorship placements are permissible on:
    i. Basket;
    ii. Back and front mudguards; and
    iii. Side of bicycle frame.

Additional Advertising & Sponsorship Placement Options:
a. Membership swipe card/keys;
b. User receipts;
c. Maintenance vehicles;
d. Staff uniforms;
e. Launch campaign;
f. Media partnerships;

g. Website;
h. Mobile application(s);
i. Printed maps and materials;
j. Registration packets and System newsletters; and
k. Safety campaigns.

All advertising and sponsorship placement opportunities are subject to NYCDOT approval. Opportunities ther than those listed above may be included, as a line item, but should not be relied upon in the Business Model.

The display or placement of tobacco advertising shall be prohibited. The advertising of alcoholic beverages shall not be permitted on stations within 250 feet of any school, day care center, or house of worship. Any type of advertising which is false or misleading, which promotes unlawful or illegal goods, services or activities, or which is otherwise unlawful, including but not limited to advertising that constitutes the public display of offensive sexual material in violation of Penal Law Section 245.11, shall also be prohibited. Any such prohibited material displayed or placed shall be immediately removed by the Contractor upon notice from NYCDOT. Electronic advertising media, such as LCD panels, shall not be permitted.

System Naming Rights:
The naming rights are subject to NYCDOT approval. Accordingly, naming rights may be listed as a separate line item, but should not be set forth as an assumption or relied upon in the Business Model.

B. Submission of Proposal Package

The Proposal Package should be comprised of a Technical Proposal and Business Model. Proposers should carefully follow the instructions included herein for both format and content. The Proposal package should consist of individually sealed components as listed in Section IV – C Proposal Package Contents “Checklist”, each bound in an 8 1/2" x 11" plastic spiral binding. The cover should be hard cardboard or laminated plastic, and should feature the name of the responding firm(s) and the contract name and number. Responses should be typed using 12 point font. Responses on pre-printed forms should be no smaller than 8 point font. The response may include a one page bound transmittal letter, which summarizes the respondent’s understanding of such a System and its ability to successfully accomplish the project. One of the submission packages should be marked “original”.

One (1) original and five (5) copies each of the Technical Proposal and, **in a separate sealed envelope**, one original (1) Business Model is required to be submitted. Proposers are strongly encouraged to include one (1) soft copy of their Technical Proposal on CD-ROM in a software format compatible with the templates provided with this Solicitation. In addition, proposers are also strongly encouraged to include one (1) soft copy of their completed Business Model, on a CD-ROM, in the separate sealed envelope along with the hard copy Business Model.

NYCDOT may be required to disclose elements of the proposals in response to an information request under the New York State Freedom of Information Law (“FOIL”). In order for NYCDOT to determine the sensitivity of the information provided in the proposals, the proposer must clearly indicate in its Technical Proposal and Business Model which specific sections it considers to contain commercially sensitive information (e.g. detailed pricing, proprietary information, trade secrets), and provide a detailed rationale as to why it considers that this information should be excluded from the scope of a FOIL request.

TECHNICAL PROPOSAL (TO BE SUBMITTED IN A SEPARATE SEALED ENVELOPE)

Please refer to Section IV – C: Technical Proposal Package Contents ("Checklist")

1. **Proposal Cover Letter**
   The Proposal Cover Letter form **(see Appendix A, Attachment A-1)** transmits the proposer's Proposal Package to NYCDOT. The letter should be completed, signed and dated by an authorized representative of the proposer.

2. **Technical Proposal**
   In order to submit a Technical Proposal, proposers should fully complete and submit all twenty (20) documents that make up Appendix C, Attachments C-1 through C-20. NYCDOT strongly encourages proposers to complete Attachments C-1 through C-20 electronically using the file downloaded along with the RFP from the NYCDOT website. Proposers may also request the file by e-mail, under the subject line "Bikeshare RFP Attachment C Request", at: bikesharerfp@dot.nyc.gov. Please note that each Attachment (Attachment C-1 through C-20) corresponds with an appropriately labeled tab in the MS Excel file.

3. **Acknowledgment of Addenda**
   The Acknowledgment of Addenda form (**Appendix A, Attachment A-2**) serves as the proposer's acknowledgment of the receipt of addenda to this Solicitation which may have been issued by NYCDOT prior to the Proposal Due Date and Time. The proposer should complete this form in accordance with the instructions on the form.

4. **Tax Affirmation and Doing Business Forms**
   The proposer should complete the forms attached as **Appendix A, Attachments A-3 and A-4.**

5. **Conflict of Interest**
   It is the responsibility of the proposer to demonstrate that any planned or past efforts undertaken by any member of the proposer team in relation to the System does not present a conflict to the services being requested in this Solicitation. Failure to demonstrate that there is no conflict to the satisfaction of NYCDOT may result in rejection of the proposer's proposal.

   a. Demonstrate that the proposer, and/or each proposed subcontractor that performed substantial services in relation to the System has no conflict of interest that would prevent them from performing properly on the services defined in this Solicitation. In addition, submit a written affirmation from the proposer, and/or from each subcontractor attesting to the same.

   b. Demonstrate that the work of each proposed subcontractor that incidentally provided services in relation to the System was, in fact, incidental and that each has no conflict of interest that would prevent them from performing properly on the services defined in this Solicitation. In addition, submit a written affirmation from each such subcontractor attesting the same.

BUSINESS MODEL (to be submitted in a separate sealed envelope)

Please refer to Section IV: C - Business Model Package Contents ("Checklist" and Appendix D)

1. **Business Model Response Document**
   Using a format of their choice, preferably a financial *pro forma* format, proposers should address the six (6) listed Business Model aspects of the financial performance of their proposed system.

C. Proposal Package Contents ("Checklist")

Technical Proposal Package Contents ("Checklist")

Proposers should utilize this section as a "checklist" to assure completeness prior to submitting their proposal to NYCDOT.

Proposers should address all packages, outer envelopes or wrappers as follows:

Proposer's Name Address	NYCDOT Contract Section 55 Water Street Ground Floor New York, New York 10041

PIN: **84109MBAD390**
SOLICITATION TO PROVIDE A BIKE SHARE SYSTEM IN THE CITY OF NEW YORK

PROPOSAL SUBMISSION DEADLINE IS **WEDNESDAY, FEBRUARY 16, 2011**
NO LATER THAN 2:00 PM

PROPOSAL

Each sealed and labeled outer envelope should include two seperately sealed inner envelopes, as described below.

A **sealed** inner envelope labeled "Technical Proposal" containing one original set and five (5) duplicate sets of the documents listed below in the following order:

- ❒ Proposal Cover Letter Form **(Appendix A, Attachment A-1)**
- ❒ Technical Proposal contents and format as defined in **Section IV.A** herein.
- ❒ Acknowledgment of Addenda **(Appendix A, Attachment A-2)**
- ❒ Tax Affirmation (**Appendix A, Attachment A-3)**
- ❒ Doing Business Form (**Appendix A, Attachment A-4)**

Proposers are strongly encouraged to include one (1) soft copy of their Technical Proposal on a CD with their response package. However, the hard copy will be considered the proposal that the proposer is bound to; hence any mistakes or omissions in the soft copy are solely the proposer's responsibility.

As noted above, the Technical Proposal should be submitted as a separate sealed inner envelope, enclosed inside the sealed outer envelope.

Business Model Package Contents ("Checklist") – (to be submitted in a separate sealed envelope)

Proposers should utilize this section as a "checklist" to assure completeness prior to submitting their proposals to NYCDOT.

A **sealed** inner envelope labeled "Business Model" containing one original set of documents listed below in the following order:

- ❒ Business Model (only one (1) original of responses to Appendix D)

Proposers are strongly encouraged to include one (1) soft copy of their Business Model on CD. The hard copy will be considered the Business Model that the proposer is bound to; hence any mistakes or omissions in the soft copy are solely the proposer's responsibility.

As noted above, the Business Model Package should be submitted as a **separate sealed inner envelope**, enclosed inside the sealed outer envelope.

SECTION V

PROPOSAL EVALUATION AND CONTRACT AWARD PROCEDURES

Proposals shall be evaluated by an evaluation committee that shall be comprised of a minimum of three (3) persons qualified to evaluate the components of this solicitation (the "Evaluation Committee"). Members of the Evaluation Committee will include representatives of NYCDOT and may include other City agencies. The Evaluation Committee will also be assisted by technical advisors who may include representatives of other City agencies and public entities.

A. Evaluation Procedures

All proposals delivered to NYCDOT shall be initially reviewed to determine whether they are responsive or non-responsive to the requisites of this RFP. Proposals that are determined by NYCDOT to be non-responsive will be rejected. The Evaluation Committee will evaluate and rate all responsive proposals based on the evaluation criteria prescribed below. NYCDOT reserves the right to enter into negotiations with one or more proposers and subsequently to request the submission of Best and Final Offers from those proposers who, after the conclusion of such negotiations, are still under consideration for award. No proposer shall have any rights against NYCDOT arising from an invitation to enter into negotiations or to submit a Best and Final Offer.

1. Initial Technical Evaluation

The Evaluation Committee will perform an initial review of the Technical Proposals (the "Initial Technical Evaluation") to develop a ranking of proposers for further consideration.

A review of the Technical Proposal and its responsiveness to the detailed requirements, defined in Appendix B to this Solicitation, will be conducted by the Evaluation Committee. Each Technical Proposal will be rated by the Evaluation Committee based on the following criteria and weights:

	Technical Evaluation	Maximum Available Percentage
1	Qualifications and Experience	20%
2	Overall System Vision	25%
3	Equipment Plans	25%
4	Operational Plans	15%
5	Promotional, Marketing, Advertising and Sponsorship Plans	15%

Based on the Initial Technical Evaluation rankings, NYCDOT anticipates that at least the top three (3) rated proposers will be shortlisted (the "Short-listed Proposers"). If, however, NYCDOT determines that there are fewer than three (3) technically viable proposals, then a shortlist of only technically viable firms will be established, and NYCDOT reserves the right to negotiate with a single qualified proposer in the event that only one proposer is deemed technically viable.

2. Short-Listed Technical Evaluation

At its sole discretion, NYCDOT reserves the right to conduct site visits and/or interviews and/or to request that each Short-listed Proposer make an oral presentation, as well as provide one (1) proposed bicycle and one (1) proposed station. During the oral presentation, the Short-listed Proposers may be required to demonstrate the proposed System, including but not limited to the proposed bicycles, stations and computer systems. The bicycle and station may then be tested by NYCDOT, which may involve the dismantling of the equipment. Please note, that upon appropriate invoicing, NYCDOT will compensate each Short-listed Proposer up to $5,000 for such equipment.

Subsequent to any such presentations, site visits, interviews, demonstrations and/or testing, the Evaluation Committee may then rescore the Short-listed Proposers, in accordance with the above-noted criteria.

3. Short-Listed Business Model Evaluation

The Business Models of the Short-listed Proposers will then be opened evaluated and scored. In the event that there is only a single qualified proposer, the Business Model of that proposer will be scored in this same manner. Any Business Model determined to be non-responsive will be rejected and eliminated from further consideration. All unopened Business Models will be returned to the respective proposers upon registration of the contract. Business Models will be scored and rated by the Evaluation Committee based on the following criteria and weights:

	Short-Listed Business Model Categories	Maximum Available Percentage
1	Demonstrated financial capability to operate the System	35%
2	Proposed levels of investment to capitalize the System	15%
3	Value of the System services provided to the public	25%
4	Amount of revenue offered to the City	25%

4. Total Evaluation Score

The Total Evaluation score will be calculated by the Evaluation Committee, in accordance with the following weights: Technical Proposal (70%) and Business Model (30%).

B. <u>Basis for Contract Award</u>

NYCDOT will award a Contract to the responsible proposer whose proposal is determined to be the most advantageous to the City, taking into consideration the price(s) to be charged for services to the public, and such other factors or criteria as are set forth in this solicitation. Award of this contract shall be subject to timely completion of contract negotiation between NYCDOT and the selected proposer. Furthermore, the Contract award is subject to all required approvals, applicable provisions of federal, state and local laws and executive orders, rules or regulations in effect.

SECTION VI

GENERAL INFORMATION TO PROPOSERS

A. Complaints. The New York City Comptroller is charged with the audit of contracts in New York City. Any proposer who believes that there has been unfairness, favoritism or impropriety in the proposal process should inform the Comptroller, Office of Contract Administration, 1 Centre Street, Room 835, New York, NY 10007; the telephone number is (212) 669-3000. In addition, the New York City Department of Investigation should be informed of such complaints at its Investigations Division, 80 Maiden Lane, New York, NY 10038; the telephone number is (212) 825-5959.

B. Applicable Laws. This Request for Proposals and the resulting contract award(s), if any, unless otherwise stated, are subject to all applicable provisions of New York State Law, the New York City Administrative Code, New York City Charter and New York City Procurement Policy Board (PPB) Rules. A copy of the PPB Rules may be obtained by contacting the PPB at (212) 788-7820.

C. General Contract Provisions. Contracts shall be subject to New York City's general contract provisions, is substantially the form that they appear in "Appendix A"- General Provisions Governing Contracts for Consultants, Professional and Technical Services' or , if the Agency utilizes other than the formal Appendix A, in substantially the form that they appear in the Agency's general contract provisions. If a copy of the applicable document is not attached, it is available through the Authorized Agency Contact Person.

D. Contract Award. Contract award is subject to each of the following applicable conditions: New York City Fair Share Criteria; submission by the proposer of the New York City Department of Business Services/Division of Labor Services Employment Report and certification by that office; submission by the proposer of the requisite VENDEX Questionnaires/Certificate of No Change and review of the information contained therein by the New York City Department of Investigation; all other required oversight approvals; applicable provisions of federal, state and local laws and executive orders requiring affirmative action and equal employment opportunity; and Section 6-108.1 of the New York City Administrative Code relating to the Local Based Enterprises program and its implementation rules.

E. Proposer Appeal Rights. Pursuant to New York City's Procurement Policy Board Rules, proposers have the right to appeal agency non-responsiveness determinations and agency non-responsibility determinations and to protest an agency's determination regarding the solicitation or award of a contract.

F. Multi-Year Contracts. Multi-year contracts are subject to modification or cancellation if adequate funds are not appropriated to the agency to support continuation of performance in any City fiscal year succeeding the first fiscal year and/or if the Contractor's performance is not satisfactory. The agency will notify the Contractor as soon as is practicable that the funds are, or are not, available for the continuation of the multi-year contract for each succeeding City fiscal year. In the event of cancellation, the Contractor will be reimbursed for those costs, if any, which are so provided for in the contract.

G. Prompt Payment Policy. Pursuant to the New York City's Procurement Policy Board Rules, it is the policy of the City to process contract payments efficiently and expeditiously.

H. Business Model Irrevocable. Business Model details proposed by the proposer shall be irrevocable until contract award, unless the proposal is withdrawn. Proposals may only be withdrawn by submitting a written request to the agency prior to contract award but after the expiration of 90 days after the opening of proposals. This shall not limit the discretion of the agency to request proposers to revise proposed costs and Business Model details through the submission of best and final offers and/or the conduct of negotiations.

I. Confidential, Proprietary Information or Trade Secrets. Proposers should give specific attention to the identification of those portions of their proposals that they deem to be confidential, proprietary information or trade secrets and provide any justification of why such materials, upon request, should not be disclosed by the City. Such information must be easily separable from the non-confidential sections of the proposal.

J. RFP Postponement/Cancellation. The agency reserves the right to postpone or cancel this RFP, in whole or in part, and to reject all proposals.

K. Proposer Costs. Proposers will not be reimbursed for any costs incurred to prepare proposals. However, short-listed proposers shall be reimbursed for costs up to $5,000 for a sample bicycle and station.

L. Charter Section 312(a) Certification. The New York City Department of Transportation has determined that the proposed contract will not directly result in the displacement of any New York City employee.

M. Doing Business Accountibility. Pursuant to Local Law 34 of 2007, amending the City's Campaign Finance Law, the City is required to establish a computerized database containing the names of any "person" that has "business dealings with the city" as such terms are defined in the Local Law. In order for the City to obtain necessary information to establish the required database, proposers responding to this solicitation are required to complete the attached Doing Business Data Form (Attachment A-5) and return it with this proposal and should do so in a separate envelope. If the responding proposer is a proposed joint venture, the entities that comprise the proposed joint venture must each complete a Data Form. If the City determines that a proposer has failed to submit a Data Form or submitted a Data Form that is not complete, the proposer will be notified by the agency and will be given four (4) calendar days from receipt of notification to cure the specified deficiencies and return a complete Data Form to the agency. Failure to do so will result in a determination that the proposal is non-responsive. Receipt of notification is defined as the day notice is emailed or faxed (if the proposer has provided an e-mail address or fax number), or no later than five (5) days from the date of mailing or upon delivery, if delivered.

_____ _____

Agency Chief Contracting Officer Date

Message from the New York City Vendor Enrollment Center Get on mailing lists for New York City contract opportunities!
Submit a NYC-FMS Vendor Application - Call 212/857-1680

APPENDICES

1. APPENDIX A: NYCDOT FORMS

ATTACHMENT A-1: PROPOSAL COVER LETTER
ATTACHMENT A-2: ACKNOWLEDGMENT OF ADDENDA
ATTACHMENT A-3: TAX AFFIRMATION
ATTACHMENT A-4: DOING BUSINESS DATA FORM

2. APPENDIX B: OVERVIEW OF THE BIKE SHARE SYSTEM

3. APPENDIX C: TECHNICAL PROPOSAL RESPONSE DOCUMENTS

ATTACHMENT C-1: STATEMENT OF QUALIFICATIONS
ATTACHMENT C-2: SITING AND SCOPE
ATTACHMENT C-3: STREET TEST
ATTACHMENT C-4: MEMBERSHIP OPTIONS
ATTACHMENT C-5: BICYCLES
ATTACHMENT C-6: STATIONS
ATTACHMENT C-7: STATION COMPUTER UNIT
ATTACHMENT C-8: STATION COMPUTER UNIT INTERFACE
ATTACHMENT C-9: CENTRAL COMPUTER SYSTEM
ATTACHMENT C-10: DATABASE
ATTACHMENT C-11: WEBSITE
ATTACHMENT C-12: SYSTEM OPERATIONS AND STAFF
ATTACHMENT C-13: SYSTEM MAINTENANCE
ATTACHMENT C-14: FLEET DISTRIBUTION
ATTACHMENT C-15: FACILITIES
ATTACHMENT C-16: PROMOTIONS
ATTACHMENT C-17: SERVICE LEVEL AGREEMENTS
ATTACHMENT C-18: MILESTONES
ATTACHMENT C-19: DESIGN QUALITY
ATTACHMENT C-20: REFERENCES

4. APPENDIX D: BUSINESS MODEL RESPONSE DOCUMENT

ATTACHMENT D-1: BUSINESS MODELRESPONSE OUTLINE

Appendix A:
NYCDOT Forms

ATTACHMENT A-1

PROPOSAL COVER LETTER

SOLICITATION TO PROVIDE A BIKESHARE SYSTEM IN THE CITY OF NEW YORK

PIN 84109MBAD390

Proposer:

Name: _____

Address: _____

_____

Tax Identification #: _____

Proposer's Contact Person:

Name: _____

Title: _____

Telephone #: _____ **Fax #:** _____ **Email:** _____

Proposer's Authorized Representative:

Name: _____

Title: _____

Telephone #: _____ **Fax #:** _____ **Email:** _____

Signature: _____ **Date:** _____

Is the response printed on both sides, on recycled paper containing the minimum percentage of recovered fiber content as requested by the City in the instructions to this Solicitation?

☐ **Yes** ☐ **No**

ATTACHMENT A-2

ACKNOWLEDGMENT OF ADDENDA

NOTE: This page must be submitted with the Technical Proposal of the Solicitation.

SOLICITATION TITLE: _____

PIN: 84109MBAD390

Directions: Complete Part I or Part II, whichever is applicable, and sign your name in Part III.

Part I

Listed below are the dates of issue for each Addendum received in connection with this Solicitation:

Addendum # 1, Dated:_____

Addendum # 2, Dated_____

Addendum # 3, Dated_____

Addendum # 4, Dated _____

Addendum # 5, Dated_____

Addendum # 6, Dated_____

Addendum # 7, Dated_____

Addendum # 8, Dated _____

Addendum # 9, Dated _____

Addendum #10, Dated _____

Part II Acknowledgement of No Receipt

_____ No Addendum was received in connection with this Solicitation

Part III

Proposer's Name:_____

Proposer's Authorized Representative:

Name: _____

Title: _____

Signature: _____ Date: _____

ATTACHMENT A-3

TAX AFFIRMATION

The undersigned proposer or bidder affirms and declares that said proposer or bidder is not in arrears to the City of New York upon debt, contract or taxes and is not a defaulter, as surety or otherwise, upon obligation to the City of New York, and has not been declared not responsible, or disqualified, by any agency of the City of New York, nor is there any proceeding pending relating to the responsibility or qualification of the proposer or bidder to receive public contracts

Except_____

_____
Full Name of Proposer or Bidder

_____
Address

_____ _____ _____
City State Zip Code

Check below and include appropriate number:

☐ Individual or Sole Proprietorship *
Social Security Number ___ ___ - ___ ___ ___ - ___ ___ ___ ___

☐ Partnership, Joint Venture or unincorporated company
Employer Identification Number ___ ___ - ___ ___ ___ ___ ___ ___ ___

☐ Corporation
Employer Identification Number ___ ___ - ___ ___ ___ ___ ___ ___ ___

If a corporation, place seal here:

by Signature _____

Print Name _____

Title _____

Must be signed by an officer or duly authorized representative.

* Under the Federal Privacy Act the furnishing of Social Security Numbers by bidders on City contracts is voluntary. Failure to provide a Social Security Number will not result in a bidder's disqualification. Social Security Numbers will be used to identify bidders, proposers, or vendors to ensure their compliance with laws, to assist the City in enforcement of laws as well as to provide the City a means of identifying businesses which seek City contracts.

ATTACHMENT A-4

The City of New York
Mayor's Office of Contract Services
Doing Business Accountability Project

Doing Business Data Form

To be completed by the City Agency prior to distribution

Agency: _____ Transaction ID: _____

Check One:	Transaction Type (check one):			
☐ Proposal	☐ Concession	☐ Contract	☐ Economic Development Agreement
☐ Award	☐ Franchise	☐ Grant	☐ Pension Investment Contract

Any entity receiving, applying for or proposing on an award or agreement must complete a Doing Business Data Form (see Q&A sheet for more information). Please either type responses directly into this fillable form or print answers by hand in black ink, and be sure to fill out the certification box on the last page. **Submission of a complete and accurate form is required for a proposal to be considered responsive or for any entity to receive an award or enter into an agreement.**

This Data Form requires information to be provided on principal officers, owners and senior managers. The name, employer and title of each person identified on the Data Form will be included in a public database of people who do business with the City of New York; no other information reported on this form will be disclosed to the public. **This Data Form is not related to the City's VENDEX requirements.**

Please return the completed Data Form to the City Agency that supplied it. Please contact the Doing Business Accountability Project at DoingBusiness@cityhall.nyc.gov or 212-788-8104 with any questions regarding this Data Form. Thank you for your cooperation.

Section 1: Entity Information

Entity Name: _____

Entity EIN/TIN: _____

Entity Filing Status (select one):

☐ Entity has never completed a Doing Business Data Form. *Fill out the entire form.*

☐ Change from previous Data Form dated _____. *Fill out only those sections that have changed, and indicate the name of the persons who no longer hold positions with the entity.*

☐ No Change from previous Data Form dated _____. *Skip to the bottom of the last page.*

Entity is a Non-Profit: ☐ Yes ☐ No

Entity Type: ☐ Corporation (any type) ☐ Joint Venture ☐ LLC ☐ Partnership (any type) ☐ Sole Proprietor ☐ Other (specify): _____

Address: _____

City: _____ State: _____ Zip: _____

Phone : _____ Fax : _____

E-mail: _____

Provide your e-mail address and/or fax number in order to receive notices regarding this form by e-mail or fax.

05/06/2008 For information or assistance, call the Doing Business Accountability Project at 212-788-8104.

Appendix B:
Overview of Bikeshare System

Background

New York City is the most populous, and most densely populated, city in the United States. The city is made up of five distinct boroughs (the Bronx, Brooklyn, Manhattan, Queens and Staten Island) each with a distinctive character. Manhattan is the most densely populated borough and is also home to the city's, and region's, business and commercial core (Midtown and the Financial District). There is also a commercial core in Downtown Brooklyn. Population densities vary greatly throughout the other four boroughs. While New York City is relatively flat, hills are a prominent topographical feature in upper Manhattan and throughout the Bronx.

New York City is served by an extensive public transit service (subway, bus, ferry, rail). These services run 24 hours a day, 365 days a year. Annual subway ridership (2006) was 1.5 billion riders. Annual bus ridership (2006) was 372 million riders. Subway coverage is densest in Manhattan and northwestern Brooklyn. New York's flat topography, high transit ridership and population density indicate that New York is ideally suited to a Bikeshare system.

New York City by the Numbers

Population and Density

NYC Population and Density (2006)			
Geography	**Population**	**Square Miles**	**Density (Res./Sq. Mile)**
City-Wide	8.3 million	301	28,000
Bronx	1.4 million	44	32,000
Brooklyn	2.5 million	81.8	31,000
Manhattan	1.6 million	23.7	73,000
Queens	2.3 million	112.2	20,000
Staten Island	477,000	60.2	8,000

Greater Metropolitan Area: 19 million

Manhattan CBD workday additional population: 2 million

Tourism

Annual Visitors (2009): 45.6 million

- International Visitors (2009): 8.6 million
- Domestic Visitors (2009): 37 million

Direct visitor spending (international and domestic) in 2009: $28.2 billion

Cycling and Mobility

Bikeshare represents a unique mobility option for New York City. Sixty-seven percent (67%) of all trips in New York City are less than three miles, as are 56% of all auto trips. Such trips can typically be completed by bicycle in less than 25 minutes. Thirty-two percent (32%) of the city's daily taxi trips (138,700) are less than one mile. The 2006-2008 ACS commuting data shows that 21% of Manhattan residents walk to work; some of these trips may be replaceable by bicycle.

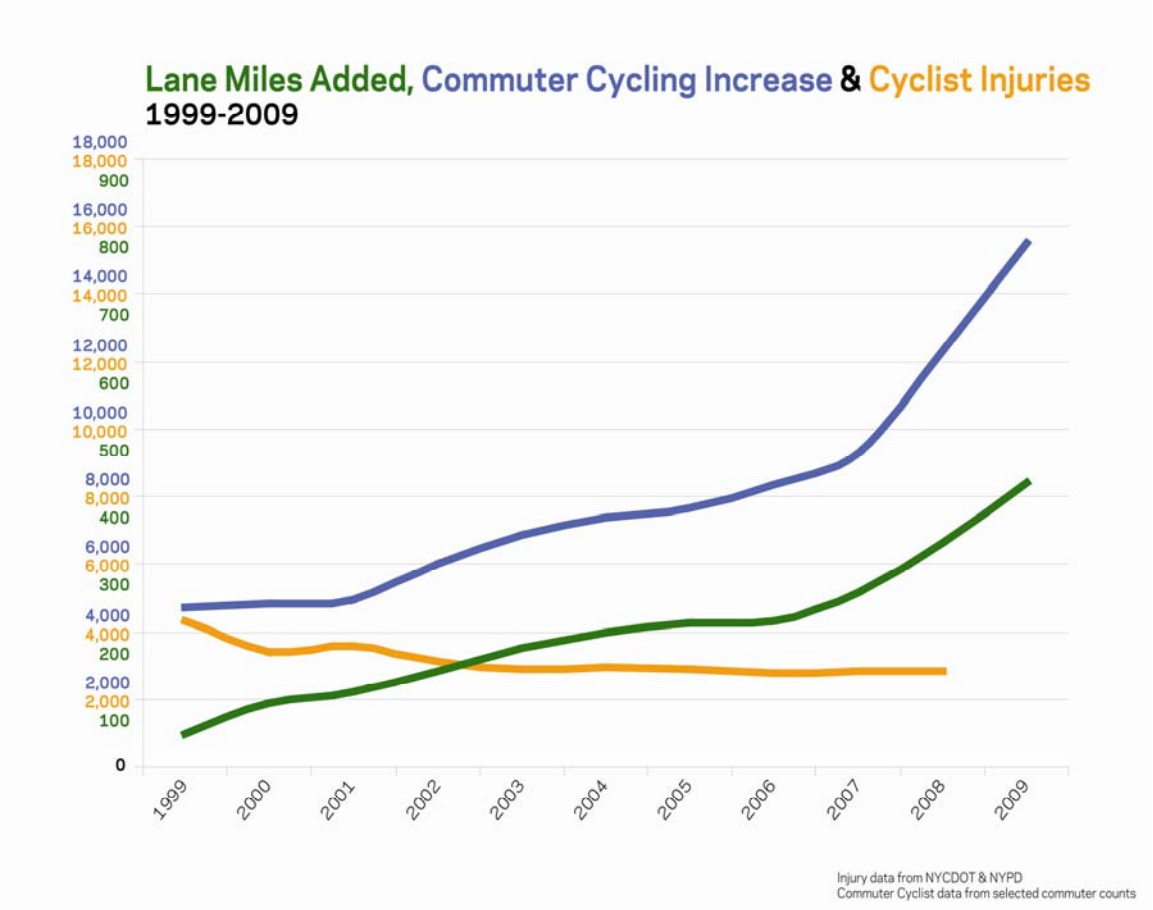
Cycling itself in New York City is at an all-time reported high. NYCDOT's annual screenline counts indicate that bicycle commuting increased by 26% from 2008 to 2009. This builds on an unprecedented 35% increase in bicycle commuting from 2007 to 2008. Overall, cycling in New York doubled from 2006 to 2010. In addition to commuter bicycling, many New Yorkers also bicycle for recreation, health, work or errands. In 2007, the NYC Dept. Health and Mental Hygiene's Community Health Survey found that 9% of all adult New Yorkers (over ½ million people) are regular bicyclists, bicycling more than a few times a month over the course of the previous year.

New Yorkers Reporting Regular Bicycling
(2007 Community Health Profiles/DOHMH)

Borough	Reported Cycling Regularly
Citywide	9%
Bronx	8%
Brooklyn	9%
Manhattan	10%
Queens	9%
Staten Island	6%

To increase overall road safety and respond to the increase in cycling, NYCDOT has significantly expanded the New York's cycling network in recent years. In June 2009, NYCDOT completed the City's ambitious goal of building 200 bike-lane miles in all five boroughs in just three years, nearly doubling the citywide on-street bike network and bringing New York's total bicycle infrastructure to over 620 lane miles citywide. In addition to its on-street facilities, the City is home to 200 miles of NYC Dept. Parks and Recreation Greenways and routes through City parks.

Many of New York's newest bicycle facilities include cutting-edge safety features such as parking protected paths, pedestrian refuge island, bike traffic signals and bike boxes. In addition to providing new safer routes for cyclists, these facilities have dramatically increased roadway safety for all New Yorkers. Within its first year, all crashes (cyclist, pedestrian and motor vehicle) decreased by 56% along the 9th Avenue parking protected bicycle path corridor. Despite the substantial increase in cycling overall, cyclist injuries and fatalities, and reported pedestrian injuries have decreased in recent years.



To further increase cycling education and safety, NYCDOT has developed a number of cycling materials, such as the Bike Smart Guide (available on the NYCDOT website) which outlines safe riding behaviours. In 2009, NYCDOT distributed 300,000 NYC Bike Maps, over 1,000 front/back bike light sets and bells and almost 30,000 bicycle helmets. In 2008, New York City won a Bicycle Friendly Community (BFC) Award from the League of American Bicyclists. The award recognizes New York's commitment to improving conditions for bicycling and its investment in bicycling programs and facilities. New York City is the only community in the region to be designated a Bike Friendly Community.

System Scope

C-2: Scope and Siting Plan(s)

NYCDOT anticipates that Stations will be located outside in on-street, sidewalk and park locations. NYCDOT will provide considerable assistance and resources for station siting, after award of the proposed contract. Final site locations are subject to NYCDOT approval.

Please see Appendix C for a list of detailed questions.

C-3: Street Test

Please see Appendix C for a list of detailed questions.

C-4: Membership Options

Please see Appendix C for a list of detailed questions.

Infrastructure

C-5: Bicycles

Please see Appendix C for a list of detailed questions.

C-6: Stations

Please see Appendix C for a list of detailed questions.

C-7: Station Computer Unit

Please see Appendix C for a list of detailed questions.

C-8: Station Computer Unit Interface

Please see Appendix C for a list of detailed questions.

Technology

C-9: Central Computer System

Please see Appendix C for a list of detailed questions.

C-10: Database

Please see Appendix C for a list of detailed questions.

C-11: Website

Please see Appendix C for a list of detailed questions.

Operations

C-12: System Operations & Staffing

Please see Appendix C for a list of detailed questions.

C-13: System Maintenance

Please see Appendix C for a list of detailed questions.

C-14: Fleet Distribution

Please see Appendix C for a list of detailed questions.

C-15: Facilities

Please see Appendix C for a list of detailed questions.

C-16: Promotions

Please see Appendix C for a list of detailed questions.

Glossary

Glossary	
Term	**Definition**
Clean	All surfaces and components are intact, unbroken, and free of graffiti, scratch-itti, stickers, trash, and other waste.
Bicycle/Dock Ratio	The number of free docking spaces available at a given Station, relative to the number of Bicycles available for rental, unless the Proposer defines otherwise.
Field checks	NYCDOT staff visits to Stations on a to-be-determined schedule.
Grid	For the purposes of Station siting, a 300 x 300 meter grid will be overlaid on the System area. The Contractor will be provided this grid in GIS shapefile form.
In service	
• *Bicycles*	Bicycles are functional (e.g. working brakes, lights, gears), clean and available to users. This includes both Bicycles docked at Stations and those currently in use by members. Bicycles that are checked out to users for more than 24 hours are not considered to be in service.
• *Stations*	Stations can perform all of their required functions, are clean and available to users.
• *Website*	Website is online and can accurately perform all of its required functions.
• *Central Computer System*	Central Computer System is up and accurately performing all of its required functions.
Resolution	The successful completion of a task and/or solving of an issue or problem. The time to Resolution is measure from the point when the Contractor is notifed about an issue or problem until that issue or problem is repaired.
Station	Unless otherwise listed, "Station" refers to the combined Station, Station Computer Unit, Station Computer Unit Interface, Docks and Dock Interface package.
Supergrid	Nine Grid squares, arranged in a square so that eight (8) Grids completely surround a central, ninth Grid. Each Supergrid is defined by its central Grid.

Appendix C:
Technical Proposal Response Documents

Proposers should provide all information required order provided. All documents included in this section may be filled out in electronic (Excel) or paper format.

NYCDOT strongly encourages proposers to complete Attachments C-1 through C-20 electronically using the file downloaded along with the RFP from the NYCDOT website. Proposers may also request the file by e-mail, under the subject line "Bikeshare RFP Attachment C Request", at: bikesharerfp@dot.nyc.gov. Please note that each attachment corresponds with an appropriately labeled tab in the MS Excel file.

Proposers may use additional room to provide comments and explanations requested in Column 5 or proposers may index and attach responses.

Attachment C-1: Statement of Qualifications

1. Narrative

Proposers must provide information regarding their relevant experience and knowledge of Bikeshare systems. Please provide a detailed narrative setting forth the background, experience, and qualifications of the firm(s) and the principals of the firm(s), including a list of previous completed work that is similar or related to the System described in herein. Such information should identify the cities or localities where such Bikeshare systems are or have been provided, and should also describe in detail the scope and value of relevant current and past contracts, licenses, franchises and any other agreement. In addition, the proposer may include, along with the proposal, information in forms such as video, photographs, etc., to demonstrate its existing structures in operation in other cities or localities.

2. Organization Chart and Team Members

Proposers shall provide an organization outline or chart identifying the names and titles of project team members, reporting relationships within the project team and a resume or summary of qualifications of each team member, including past performance on similar or related projects, and an explanation of the roles that these individuals will have in the fulfillment of the proposed contract.

3. Financial Statements

Each firm that is a party to the proposal must submit audited financial statements for its two most recent completed fiscal years. Please note, further supporting documentation may be requested by NYCDOT.

4. Prior System Testing Results

Proposers should provide the results of all applicable “stress,” durability, strength and vandalism tests conducted on their equipment and systems. Please include results of tests conducted by you and any conducted by third parties, if available.

Attachment C-2: SCOPE & SITING PLAN(S)

Col. 1	Col. 2	Col. 3	Col. 4	Col. 5
Ref.	**Element**	**Type**	**Yes/ No/NA**	**Comments/ Explanations**
1	Please discuss your methodology for determining your proposed System area.	**Narrative**		
2	Please describe and provide a map of your proposed System area.	**Narrative**		
3	Please indicate the number of Bicycles and number of Stations you anticipate will be required to adequately serve your proposed System area.	**Narrative**		
4	Please describe and provide a drawing of your typical Station layout. Please indicate all proposed roadwork (e.g. striping, road markings, safety treatments).	**Narrative**		
5	**NYCDOT EXPECTS THAT THE FOLLOWING CRITERIA CAN BE MET.** Please indicate "Yes," "No" or "NA (Not Applicable)" in Column 4 and provide any comments/explanations in Column 5.			
	a The Contractor anticipates that the proposed System will generate revenues to cover its operating costs.	**Yes/No/NA**		
	b The Contractor will work with NYCDOT staff to select an appropriate number and density of Stations throughout the coverage area.	**Yes/No/NA**		
	c The Contractor will prepare detailed siting plans for each selected Station site.	**Yes/No/NA**		

Col. 1	Col. 2	Col. 3	Col. 4	Col. 5
Ref.	**Element**	**Type**	**Yes/ No/NA**	**Comments/ Explanations**
	d In consultation with NYCDOT, the Contractor will develop all materials needed for public meetings, forums, and events and present those materials when requested by NYCDOT.	**Yes/No/NA**		
	e The Contractor will perform all necessary roadwork (e.g. striping, road markings, safety treatments) to ensure the safe placement of Stations.	**Yes/No/NA**		
	f The Contractor will install all Stations in an efficient, secure, professional manner as approved by NYCDOT.	**Yes/No/NA**		
	g The selected Contractor will ensure that all sites are fully restored to satisfaction of NYCDOT whenever Stations are removed or installed. No damage or attachment points should be left behind. Stations located on sidewalks or other pedestrian areas require full flag replacement.	**Yes/No/NA**		

Attachment C-3: STREET TEST

Col. 1	Col. 2	Col. 3	Col. 4	Col. 5
Ref.	**Element**	**Type**	**Yes/ No/NA**	**Comments/ Explanations**
1	Please discuss how you would provide a Street Test and indicate the maximum number of Bicycles and Stations you would provide.	**Narrative**		
2	**NYCDOT EXPECTS THAT THE FOLLOWING CRITERIA CAN BE MET.** **Please indicate "Yes," "No" or "NA (Not Applicable)" in Column 4 and provide any comments/explanations in Column 5.**			
	a The Contractor can provide a Street Test. The final scope of the Street Test will be decided in negotiations following the awarding of this RFP.	**Yes/No/NA**		
	b All equipment and systems used in the Street Test will be substantially similar and proportional to the equipment proposed for the full System.	**Yes/No/NA**		
	c The Contractor will assume all responsibility for operating and maintaing the Street Test in a manner substantially similar to that proposed for the full System.	**Yes/No/NA**		
	d Based on the results of the Street Test, the Contractor will modify all System equipment and systems as necessary to meet NYCDOT standards or revised requirements at no cost to the City.	**Yes/No/NA**		

Attachment C-4: MEMBERSHIP OPTIONS

Col. 1	Col. 2	Col. 3	Col. 4	Col. 5
Ref.	**Element**	**Type**	**Yes/No/NA**	**Comments/Explanations**
1	Please describe your proposed Payment system including proposed subscription types (e.g. annual, weekly, daily etc.).	**Narrative**		
2	Please describe all relevant prior experience in creating and operating effective payment systems for bike share or similar systems.	**Narrative**		
3	Please identify all 3rd parties involved in collecting payments in service of the System.	**Narrative**		
4	Please describe if/how you will collect use fees for trips in excess of the initial free period.	**Narrative**		
5	Please explain how fees will be collected in cases of damage or theft.	**Narrative**		
6	Please describe how user payment options will be upgraded to remain compatible with technological developments in the credit card industry.	**Narrative**		
7	**NYCDOT EXPECTS THAT THE FOLLOWING CRITERIA CAN BE MET.** Please indicate "Yes," "No" or "NA (Not Applicable)" in Column 4 and provide any comments/explanations in Column 5.			
	a The Contractor collects payments for the use of the System, as authorized by the City of New York.	**Yes/No/NA**		
	b Late fees and penalty fees (e.g. for Bicycles not returned within 24 hours) can be assessed.	**Yes/No/NA**		
	c Subscriptions can be purchased using major US credit cards and major foreign (non-US) credit cards and/or pin-and-chip credit cards and/or credit cards without a magnetic strip.	**Yes/No/NA**		
	d Credit cards can double as membership cards.	**Yes/No/NA**		
	e Subscriptions can be purchased using debit cards.	**Yes/No/NA**		

Col. 1	Col. 2	Col. 3	Col. 4	Col. 5
Ref.	**Element**	**Type**	**Yes/No/NA**	**Comments/Explanations**
	f "Smart" cards (such as college/university IDs) can be used in lieu of membership cards.	**Yes/No/NA**		

Attachment C-5: BICYCLES

Col. 1	Col. 2	Col. 3	Col. 4	Col. 5
Ref.	**Element**	**Type**	**Yes/No/NA**	**Comments/ Explanations**
1	Please describe your proposed Bicycle including Bicycle weight and material(s).	**Narrative**		
2	Please describe how GPS and RFID will be incorporated into the Bicycle design.	**Narrative**		
3	**<u>NYCDOT EXPECTS THAT THE FOLLOWING CRITERIA CAN BE MET.</u>** Please indicate "Yes," "No" or "NA (Not Applicable)" in Column 4 and provide any comments/explanations in Column 5.			
	a Bicycle elements/parts cannot be removed without specialized, proprietary tools.	**Yes/No/NA**		
	b Bicycles have a “one size fits all” design that fits the majority of the adult population with seat-only adjustment. Seat adjustment should not require any additional tools.	**Yes/No/NA**		
	c Bicycles have a simple, reliable braking mechanism.	**Yes/No/NA**		
	d Bicycles have a simple, reliable gear shift mechanism that offers a minimum of 3 speeds. (please specify gear ratio)	**Yes/No/NA**		
	e Bicycles have gear and brake mechanisms, cables and parts that are protected from rain, ice, dirt and enclosed in a tamper-proof guard	**Yes/No/NA**		
	f Bicycles have 26” or larger puncture resistant tires.	**Yes/No/NA**		

Col. 1	Col. 2		Col. 3	Col. 4	Col. 5
Ref.	**Element**		**Type**	**Yes/No/NA**	**Comments/ Explanations**
	g	Bicycles have front and back lights which turn on automatically while the Bicycle is in motion. Lights remain illuminated for at least 90 seconds when the rider is stopped.	**Yes/No/NA**		
	h	Bicycles have front and rear mud guards and fenders.	**Yes/No/NA**		
	i	Bicycles have adequate reflectors including, but not limited to, front/back reflectors, reflective sidewall tires.	**Yes/No/NA**		
	j	Bicycles have transparent, porous and easy to clean basket	**Yes/No/NA**		
	k	Bicycles have a bell.	**Yes/No/NA**		
	l	Bicycles have locations for NYCDOT- approved information.	**Yes/No/NA**		
	m	Bicycles are equipped with GPS.	**Yes/No/NA**		
	n	Bicycles are easy to clean and are impervious to the elements. They are scratch-resistant, graffiti-resistant, salt-resistant and rust proof.	**Yes/No/NA**		

Attachment C-6: STATIONS

Col. 1	Col. 2	Col. 3	Col. 4	Col. 5
Ref.	**Element**	**Type**	**Yes/No/ NA**	**Comments/ Explanations**
1	Please describe the Station.	**Narrative**		
2	Please describe the locking mechanism that will be used to secure Bicycles at the Station.	**Narrative**		
3	Please describe the power requirements of the typical Station and explain how you propose to provide power to Stations on a 24-hour basis in all seasons. Please note typical Stations must not use a hard wired connection to the power grid.	**Narrative**		
4	Please describe the Station installation process, requirements, configuration options, and estimated time/Station. Explain how Stations will be secured.	**Narrative**		
5	Please explain how the Station elements will be connected to one another (i.e. how each individual Dock will communicate with the Station Computer Unit). Indicate if/how gaps (e.g. tree pits, manhole covers, drain grates) will be accommodated.	**Narrative**		
6	Please discuss any restrictions on Station locations and explain your proposed Station clearance requirements.	**Narrative**		
7	**<u>THE FOLLOWING CRITERIA MUST BE MET.</u>** **Please indicate "Yes," "No" or "NA (Not Applicable)" in Column 4 and provide any comments/explanations in Column 5. A "No" answer will result in automatic disqualification.**			
	a The typical Station must not use a hard wired connection to a power grid.	**Yes/No/ NA**		

Col. 1	Col. 2		Col. 3	Col. 4	Col. 5
Ref.	**Element**		**Type**	**Yes/No/ NA**	**Comments/ Explanations**
8	**<u>NYCDOT EXPECTS THAT THE FOLLOWING CRITERIA CAN BE MET.</u>** **Please indicate "Yes," "No" or "NA (Not Applicable)" in Column 4 and provide any comments/explanations in Column 5.**				
	a	Stations are free-standing, pre-fabricated and modular. Individual Stations can be set-up in a variety of configurations and can vary in size.	**Yes/No/ NA**		
	b	Typical Station installation does not require excavation or roadwork other than striping and road markings. If removed, the Stations do not leave any damage or attachment points behind.	**Yes/No/ NA**		
	c	Stations and Station elements/parts cannot be moved or removed without specialized, proprietary tools.	**Yes/No/ NA**		
	d	Stations can accommodate gaps caused by on-street or sidewalk obstructions such as manhole covers or tree pits.	**Yes/No/ NA**		
	e	Stations are durable and scratch-, graffiti-, rust-, and salt-resistant and/or easy to clean, replace and repair.	**Yes/No/ NA**		
	f	Stations provide a display area for posting NYCDOT-approved information.	**Yes/No/ NA**		
	g	Individual Station Docks can be locked-down if their Bicycle is damaged. It is impossible to rent or remove broken Bicycles. The rest of the Station should remain in operation.	**Yes/No/ NA**		

Attachment C-7: STATION COMPUTER UNIT

Col. 1	Col. 2	Col. 3	Col. 4	Col. 5
Ref.	**Element**	**Type**	**Yes/No/NA**	**Comments/ Explanation**
1	Please describe the Station Computer Unit (SCU) and provide a diagram including all network (internal and external), processing and data storage elements.	**Narrative**		
2	Please indicate the power requirements of the SCU and how they will be met.	**Narrative**		
3	Please indicate which types of passes (daily, weekly, annual etc.) can be purchased from the SCU and which must be purchased through some other means (e.g. website, mail, in-person, etc.)	**Narrative**		
4	Please describe any "wait-reduction" options you will use (e.g. double-sided SCUs, multiple SCUs at one station, Bicycle check-out from the Dock, etc.)	**Narrative**		
5	**NYCDOT EXPECTS THAT THE FOLLOWING CRITERIA CAN BE MET.** Please indicate "Yes," "No" or "NA (Not Applicable)" in Column 4 and provide any comments/explanations in Column 5.			
	a The SCU accepts subscription registrations and payment with agreement to liability waiver and relays information to the Central Computer System.	**Yes/No/ NA**		
	b The SCU redirects users to other Stations as necessary.	**Yes/No/ NA**		

Col. 1	Col. 2	Col. 3	Col. 4	Col. 5
Ref.	**Element**	**Type**	**Yes/No/NA**	**Comments/ Explanation**
	c System users can use the SCU to notify the System Operator about malfunctioning parts, graffiti or other necessary repairs.	**Yes/No/ NA**		
	d The physical casing of the SCU is built to the same physical specifications as the Stations and is protected against physical interference (credit card slot “jamming,” button or screen tampering etc.)	**Yes/No/ NA**		

Attachment C-8: STATION COMPUTER UNIT & DOCK INTERFACES

Col. 1	Col. 2	Col. 3	Col. 4	Col. 5
Ref.	**Element**	**Type**	**Yes/No/NA**	**Comments/ Explanation**
1	Please describe the Station Computer Unit Interface and Station Dock Interface. Please specify the interface style (touch screen, buttons etc.)	**Narrative**		
2	From the SCU and from the Dock Interface, please explain the sequences of steps a user would take in order to purchase a subscription, sign a waiver, release/return a Bicycle and report a Bicycle as damaged. Please list the number of steps and provide examples of screen shots/diagrams if possible.	**Narrative**		
3	Please indicate how users know which Bicycles are available for use and when a Bicycle has been properly returned.	**Narrative**		
4	**NYCDOT EXPECTS THAT THE FOLLOWING CRITERIA CAN BE MET.** Please indicate "Yes," "No" or "NA (Not Applicable)" in Column 4 and provide any comments/explanations in Column 5.			
	a The SCU and Dock Interfaces offer multiple language options and/or internationally recognizable icons.	**Yes/No/NA**		
	b The SCU and Dock Interfaces are legible in at night and in low-light and bright light/direct sunlight conditions.	**Yes/No/NA**		
	c The SCU and Dock Interfaces function in all weather conditions and temperatures.	**Yes/No/NA**		
	d Annual Pass holders can check Bicycles out from the Dock Interface without interacting with the SCU Interface.	**Yes/No/NA**		

Attachment C-9: CENTRAL COMPUTER SYSTEM

Col. 1	Col. 2	Col. 3	Col. 4	Col. 5
Ref.	**Element**	**Type**	**Yes/No/NA**	**Comments/ Explanations**
1	Please describe and diagram the Central Computer System (CCS) including all network (internal and external), processing and data storage elements.	**Narrative**		
2	Please indicate information will flow between the CCS and the Stations (SCU & Docks) and Bicycles (e.g. secure WiFi, hardwired etc.)	**Narrative**		
3	Please explain how RFID will be used in the System (e.g. Bicycle to Station communication, maintenance tracking etc.)	**Narrative**		
4	Please explain how GPS will be used in the System.	**Narrative**		
5	**In minutes, please explain all "real-time" operations.**			
	a How often will "real-time" information be sent to and from the Stations and CCS?	**Narrative**		
	b How often will "real-time" information be sent from the CCS and the Website (i.e. how frequently will information on the Website, such as Bicycle availability, be updated)?	**Narrative**		
	c How often will "real-time" information be sent from the CCS to sent to the System administrators in a dashboard format?	**Narrative**		

Col. 1	Col. 2	Col. 3	Col. 4	Col. 5
Ref.	**Element**	**Type**	**Yes/No/NA**	**Comments/ Explanations**
6	**<u>NYCDOT EXPECTS THAT THE FOLLOWING CRITERIA CAN BE MET.</u>** Please indicate "Yes," "No" or "NA (Not Applicable)" in Column 4 and provide any comments/explanations in Column 5.**Column 5.**			
	a The Central Computer System receives and saves in a searchable database all records. Maintenance and repair records can be used to track and manage work orders and purchasing.	**Yes/No/NA**		
	b The Central Computer System communicates in real time with Stations and provides real time information to system administrators and the Website.	**Yes/No/NA**		
	c The Central Computer System should able to remotely lock all Docks and disable all walk-up registrations as needed in case of emergency.	**Yes/No/NA**		
	d The Central Computer System should be upgraded and maintained on a daily basis.	**Yes/No/NA**		
	e All data is the property of NYCDOT.	**Yes/No/NA**		

Attachment C-10: DATABASE

Col. 1	Col. 2	Col. 3	Col. 4	Col. 5
Ref.	**Element**	**Type**	**Yes/No/NA**	**Comments/ Explanations**
1	Please describe the System's database management system, including search functions and the possibility of using anonymized data for transportation planning purposes.	**Narrative**		
2	Please describe how you will accommodate database maintenance and database back up while meeting the "offline" limits set forth in the Service Level Agreements at the end of this document (e.g. back-up servers etc.).	**Narrative**		
3	**NYCDOT EXPECTS THAT THE FOLLOWING CRITERIA CAN BE MET.** Please indicate "Yes," "No" or "NA (Not Applicable)" in Column 4 and provide any comments/explanations in Column 5.			
	a The database is searchable and can provide both anonymized and non-anonymized reports as necessary.	**Yes/No/NA**		
	b The database is upgraded and maintained on a daily basis.	**Yes/No/NA**		
	c The Contractor will provide reports to NYCDOT in accordance with an agreed upon schedule or on request.	**Yes/No/NA**		

Attachment C-11: WEBSITE

Col. 1	Col. 2	Col. 3	Col. 4	Col. 5
Ref.	**Element**	**Type**	**Yes/No/NA**	**Comments/ Explanation**
1	Please describe the System Website and its architecture. Please include the approximate number and type of pages and example screenshots if possible.	**Narrative**		
2	Please explain the sequence of steps a user would take in order to purchase a subscription. Please include example screenshots if possible.	**Narrative**		
3	Please explain the sequence of steps a user would take in order to access, renew, or replenish their account. Please provide example screen shots if available.	**Narrative**		
4	**NYCDOT EXPECTS THAT THE FOLLOWING CRITERIA CAN BE MET.** Please indicate "Yes," "No" or "NA (Not Applicable)" in Column 4 and provide any comments/explanations in Column 5.			
	a The Website should communicate constantly with the Central Computer System.	**Yes/No/NA**		
	b System users can purchase subscriptions and sign the liability waiver via the website.	**Yes/No/NA**		
	c The Website is available in multiple languages.	**Yes/No/NA**		

Col. 1	Col. 2	Col. 3	Col. 4	Col. 5
Ref.	**Element**	**Type**	**Yes/No/NA**	**Comments/ Explanation**
	d The Website allows users to search for Station locations through a variety of inputs (e.g. user-entered address, intersection or major place names, selecting from an interactive map etc.). Please list options.	**Yes/No/NA**		
	e The Website allows current Subscribers to access and update their subscription information, resubscribe to the System and replenish their accounts.	**Yes/No/NA**		
	f The Website allows System users to track their use. Please describe types of information available to users.	**Yes/No/NA**		
	g The same Website is accessible from desktop computers and hand-held wireless devices such as PDA's, Smartphones, and web-enabled cell phones using browsers. Flash should not be used.	**Yes/No/NA**		
	h At NYCDOT's request, the Contractor will work with independent "app" developers and/or make available relevant System information (e.g. real time information on number of Bicycles available at Stations) for the creation of applications for PDA's, Smartphones, web-enabled cell phones etc.	**Yes/No/NA**		
	i Critical functionality does not use any extensions that are not pre-installed in the vast majority of browsers and any mark up or scripting should function correctly in all widely used browsers.	**Yes/No/NA**		

Col. 1	Col. 2	Col. 3	Col. 4	Col. 5
Ref.	**Element**	**Type**	**Yes/No/NA**	**Comments/ Explanation**
	j The Contractor will at the request of NYCDOT, conduct on-going improvements to the website, as needed to accommodate changes, including but not limited to, additional features and increased functionality, changes in website technology, and compatibility with new applications.	**Yes/No/NA**		

Attachment C-12: SYSTEM OPERATIONS & STAFF

Col. 1	Col. 2	Col. 3	Col. 4	Col. 5
Ref.	**Element**	**Type**	**Yes/No/NA**	**Comments/ Explanation**
1	Please describe how you will develop, market and operate the System.	**Narrative**		
2	Please describe all relevant prior experience in creating and operating effective Bikeshare or similar systems.	**Narrative**		
3	Please provide your staffing plans, schedules and descriptions necessary for all aspects of the System, including development, marketing and operations.	**Narrative**		
4	Please describe all plans to partner with local youth organizations (technical colleges and high-schools, job-training facilities etc) to provide job training associated with Bikeshare operations.	**Narrative**		
5	Please describe how you will partner with local companies and distributors for the provision of materials and equipment related to the System and for System installation and staffing.	**Narrative**		
6	Please describe your customer services and discuss how you will accommodate and/or work with New York City's current 311 service.	**Narrative**		
7	**NYCDOT EXPECTS THAT THE FOLLOWING CRITERIA CAN BE MET.** Please indicate "Yes," "No" or "NA (Not Applicable)" in Column 4 and provide any comments/explanations in Column 5.			
	a The Contractor will develop, operate and maintain all aspects of the System at agreed upon levels throughout the term of the anticipated contract.	**Yes/No/NA**		

Col. 1	Col. 2	Col. 3	Col. 4	Col. 5
Ref.	**Element**	**Type**	**Yes/No/NA**	**Comments/ Explanation**
	b The Contractor will hire and train adequate staff to support of Bikeshare System.	**Yes/No/NA**		
	c All information, including financial records and payment invoices, and all systems and facilities are subject to NYCDOT inspections immediately upon request and the Contractor will provide all agreed upon management data to NYCDOT immediate upon request.	**Yes/No/NA**		
	d At NYCDOT's request, the Contractor will coordinate with City agencies and utility companies as necessary.	**Yes/No/NA**		

Attachment C-13: MAINTENANCE

Col. 1	Col. 2	Col. 3	Col. 4	Col. 5
Ref.	**Element**	**Type**	**Yes/No/NA**	**Comments/ Explanation**
1	Please outline your Maintenance Plans and provide a schedule for routine maintenance, cleaning and replacement of Bicycles and Stations.	**Narrative**		
2	Please describe all relevant prior experience in creating and implementing effective maintenance and repair plans.	**Narrative**		
3	Please describe all metrics, diagnostics and notification system(s) that will be used to determine when and where unexpected Bicycle and Station maintenance and cleaning is required.	**Narrative**		
4	Please list all repairs that can be made "in the field" at the Station (e.g. checking/adjusting tire pressure, sticker/graffiti removal etc.)	**Narrative**		
5	Please explain how you will manage and coordinate Bicycle repair, tracking and repossession of Bicycles that are not returned within 24 hours, and responding to service and maintenance alerts.	**Narrative**		
6	**NYCDOT EXPECTS THAT THE FOLLOWING CRITERIA CAN BE MET.** Please indicate "Yes," "No" or "NA (Not Applicable)" in Column 4 and provide any comments/explanations in Column 5.			
a	Subject to approval by NYCDOT, the Contractor should develop and abide by Maintenance Plan(s) to maintain System Bicycles, Stations and Station Computer Units in a state of good repair.	**Yes/No/NA**		

Col. 1	Col. 2	Col. 3	Col. 4	Col. 5
Ref.	**Element**	**Type**	**Yes/No/NA**	**Comments/ Explanation**
	b Maintenance teams will record all maintenance visits, cleaning and repairs using RFID or similar technology.	**Yes/No/NA**		
	c The Contractor is responsible for locating and retrieving Bicycles that are not returned within 24 hours.	**Yes/No/NA**		
	d At the request of NYCDOT, Maintenance Plan(s) may be altered at any time to ensure the adequate maintenance of all System equipment.	**Yes/No/NA**		

Attachment C-14: FLEET REDISTRIBUTION

Col. 1	Col. 2	Col. 3	Col. 4	Col. 5
Ref.	**Element**	**Type**	**Yes/No/NA**	**Comments/ Explanation**
1	Please outline your Fleet Redistribution Plans and provide a schedule.	**Narrative**		
2	Please describe all relevant prior experience in creating and implementing effective fleet redistribution plans for Bikeshare or similar systems.	**Narrative**		
3	Please estimate the number of Bicycles that would need to be redistributed daily.	**Narrative**		
4	**NYCDOT EXPECTS THAT THE FOLLOWING CRITERIA CAN BE MET.** Please indicate "Yes," "No" or "NA (Not Applicable)" in Column 4 and provide any comments/explanations in Column 5.			
	a The Contractor will develop and abide by a "Bicycle Relocation Plan," subject to NYC approval.	**Yes/No/NA**		
	b At the request of NYCDOT, this plan may be altered at any time to ensure the smooth redistribution of Bicycles throughout the system.	**Yes/No/NA**		

Attachment C-15: FACILITIES

Col. 1	Col. 2	Col. 3	Col. 4	Col. 5
Ref.	**Element**	**Type**	**Yes/No/NA**	**Comments/ Explanation**
1	Please provide an itemized list of your facilities requirements (e.g. number, type and approximate square footage required).	**Narrative**		
2	Please provide an itemized list of all vehicles required by the System.	**Narrative**		
3	**NYCDOT EXPECTS THAT THE FOLLOWING CRITERIA CAN BE MET.** Please indicate "Yes," "No" or "NA (Not Applicable)" in Column 4 and provide any comments/explanations in Column 5.			
	a The Contractor shall secure adequate space to house any and all staff that operate in support of the Bike Share System. This space should be within a 16 mile radius of New York City's City Hall.	**Yes/No/ NA**		
	b The Contractor will locate and procure/rent all necessary repair facilities and equipment.	**Yes/No/ NA**		
	c NYCDOT shall have immediate full and free access to all facilities upon request.	**Yes/No/ NA**		

Attachment C-16: PROMOTIONS

Col. 1	Col. 2	Col. 3	Col. 4	Col. 5
Ref.	**Element**	**Type**	**Yes/No/NA**	**Comments/ Explanation**
1	Please describe the proposed System Promotion Plan(s). Promotions should begin before the go-live date and should include community outreach for the System and creation and presentation of materials related to that outreach.	**Narrative**		
2	Please describe all relevant prior experience in creating and implementing effective marketing plans and your plans and proposed strategy for marketing the System.	**Narrative**		
3	Please describe all relevant prior experience, and your plans and proposed strategy for soliciting sponsorships for or related to the System.	**Narrative**		
4	Please identify all 3rd parties involved in Promotions in service of the System.	**Narrative**		
5	Please describe your proposed media strategy and media type(s) both for before the System opens and while the System is operational.	**Narrative**		
6	Please describe how you will encourage System users to abide by NYC and NYS traffic regulations	**Narrative**		
7	**NYCDOT EXPECTS THAT THE FOLLOWING CRITERIA CAN BE MET.** Please indicate "Yes," "No" or "NA (Not Applicable)" in Column 4 and provide any comments/explanations in Column 5.			
	a Subject to approval by NYCDOT, the Contractor shall develop and abide by a complete Promotion Plan(s) to disseminate information about the System. At the request of NYCDOT, this plan may be altered at any time.	**Yes/No/ NA**		

Col. 1	Col. 2	Col. 3	Col. 4	Col. 5
Ref.	**Element**	**Type**	**Yes/No/NA**	**Comments/ Explanation**
	b At the direction of NYCDOT, the Contractor will develop, assist and conduct all pre-launch programming, promotions and communications, including presentations to Community Boards and other groups.	**Yes/No/ NA**		
	c The Contractor will distribute all System subscriptions materials, including but not limited to annual passes and subscription packets.	**Yes/No/ NA**		
	d The Contractor will respond to press inquiries at the direction of NYCDOT.	**Yes/No/ NA**		
	e All System promotions and communications shall be approved by NYCDOT.	**Yes/No/ NA**		
	f In addition to materials directly related to the System, the Operator will disseminate NYCDOT-approved bicycle safety information at NYCDOT's request.	**Yes/No/ NA**		

Attachment C-17: SERVICE LEVEL AGREEMENTS

Col. 1	Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8
Ref.	**Performance Indicator (PI)**	**PI Description**	**Measurement Tool**	**Measurement Period**	**Units**	**Threshold 1**	**Threshold 2**
PI-1	**Overall system functionality**	Combined total minutes that all Stations are out of commission per week.	*Central Computer Database*	Weekly	Minutes	Proposer should define Threshold Proposer should define $ value	Proposer should define Threshold Proposer should define $ value
PI-2	**Stations in service**	Percentage of Stations in service.	*Extrapolation from field checks by DOT staff.*	Daily	Percentage of Stations	Proposer should define Threshold Proposer should define $ value	Proposer should define Threshold Proposer should define $ value
PI-3	**Station in service (per Supergrid)**	Percentage of Stations (per Supergrid) that are in service.	*RFID-based maintenance logs.*	Daily	Percentage of Stations	Proposer should define Threshold Proposer should define $ value	Proposer should define Threshold Proposer should define $ value

Col. 1	Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8
Ref.	**Performance Indicator (PI)**	**PI Description**	**Measurement Tool**	**Measurement Period**	**Units**	**Threshold 1**	**Threshold 2**
PI-4	**Bicycles in service**	Percentage of Bicycles in service.	*Central Computer Database*	Daily	Percentage of Bicycles	Proposer should define Threshold Proposer should define $ value	Proposer should define Threshold Proposer should define $ value
PI-5	**Bicycle cleanliness**	Percentage of Bicycles that are clean.	*Extrapolation from field checks by DOT staff.*	Every 3 days	Percentage of Stations	Proposer should define Threshold Proposer should define $ value	Proposer should define Threshold Proposer should define $ value
PI-6	**Station cleanliness**	Percentage of Stations that are clean.	*Extrapolation from field checks by DOT staff.*	Every 3 days	Percentage of Stations	Proposer should define Threshold Proposer should define $ value	Proposer should define Threshold Proposer should define $ value
PI-7	**Grafitti, "scratch-itti," sticker removal from Stations and Bicycles**	Time taken to remove grafitti, "scratch-itti," and stickers etc. after notification.	*RFID-based maintenance logs with photo*	From the time of notification to Contractor's	Hours	Proposer should define Threshold	Proposer should define Threshold

Col. 1	Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8
Ref.	**Performance Indicator (PI)**	**PI Description**	**Measurement Tool**	**Measurement Period**	**Units**	**Threshold 1**	**Threshold 2**
			documentation	resolution		Proposer should define $ value	Proposer should define $ value
PI-8	**Snow removal from Stations immediately after snowfall.**	Time taken to remove snow from Stations after snowfall.	*RFID-based maintenance logs with photo documentation*	From the time of notification to Contractor's resolution	Hours	Proposer should define Threshold Proposer should define $ value	Proposer should define Threshold Proposer should define $ value
PI-9	**Snow removal from Stations after street plowing or other.**	Stations that are free of snow 5 hours after snowfall.	*RFID-based maintenance logs with photo documentation*	From the time of notification to Contractor's resolution	Stations	Proposer should define Threshold Proposer should define $ value	Proposer should define Threshold Proposer should define $ value
PI-10	**Bicycle distribution**	Bicycle/Dock ratio or other method to be defined by Proposer.	*Proposer should define*	Proposer should define	Proposer should define	Proposer should define Threshold Proposer should define $ value	Proposer should define Threshold Proposer should define $ value

Col. 1	Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8
Ref.	**Performance Indicator (PI)**	**PI Description**	**Measurement Tool**	**Measurement Period**	**Units**	**Threshold 1**	**Threshold 2**
PI-11	**Station Removal and Site refurbishment upon DOT request**	Time taken to remove Stations and refurbish the site after requested to do so by DOT.	*Field checks by DOT staff*	Daily	Days	Proposer should define Threshold Proposer should define $ value	Proposer should define Threshold Proposer should define $ value
PI-12	**Immediate Station site physical condition maintenance reports to DOT**	Timeliness of reports.	*Receipt of reports by DOT staff*	Weekly	Reports	Proposer should define Threshold Proposer should define $ value	Proposer should define Threshold Proposer should define $ value
PI-13	**Financial/use and maintenance reports to DOT**	Timeliness of reports.	*Receipt of reports by DOT staff*	Weekly	Reports	Proposer should define Threshold Proposer should define $ value	Proposer should define Threshold Proposer should define $ value
PI-14	**Website in service**	Percentage of time that the Website is in service.	*Central Computer Database*	Weekly	Percentage of total minutes per week	Proposer should define Threshold Proposer should define $ value	Proposer should define Threshold Proposer should define $ value

Col. 1	Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8
Ref.	**Performance Indicator (PI)**	**PI Description**	**Measurement Tool**	**Measurement Period**	**Units**	**Threshold 1**	**Threshold 2**
PI-15	**Central Computer System in service**	Percentage of time that the Central Computer System will be in service- including during database maintenance.	*Central Computer Database*	Weekly	Percentage of total minutes per week	Proposer should define Threshold Proposer should define $ value	Proposer should define Threshold Proposer should define $ value
PI-16	**Central Computer System accuracy**	Percentage of Bicycles located where system reports them to be.	*Extrapolation from field checks by DOT staff*	Daily	Percentage of Bicycles	Proposer should define Threshold Proposer should define $ value	Proposer should define Threshold Proposer should define $ value

Attachment C-18: MILESTONES

The table below lists the proposed implementation Milestones, the associated Deliverables and planned Milestone achievement dates for the Bikeshare System. Proposers should include additional Milestones if appropriate.

Note: [TBD] = to be determined during negotiations

	Column 1	Column 2	Column 3	Column 4
	Milestone Description	**Deliverables Required**	**NYCDOT Proposed**	**Proposer to Complete**
1	IT System Plan approval (including Central Computer System, network, Station links)	IT System Plan	6 months before go live	
2	Initial development of Central Computer System Beta-Test of Central Computer System	Beta-Test of Central Computer System, Database and networks	6 months before go live	
3	Final Security Policy & Management implementation	Security Policy	6 months before go live	
4	Initial Bicycle Prototype development	Prototype Bicycle submitted to NYCDOT	5 months before go-live	
5	Initial Station Prototype development	Prototype Station submitted to NYCDOT	5 months before go-live	
6	Initial Station Computer Unit Prototype development	Prototype of Station Computer Unit submitted to NYCDOT	5 months before go-live	
7	Initial Station Computer Unit Prototype development	Present Station Computer Unit “Walk through” of user interface to NYCDOT	5 months before go-live	
8	Initial development of Station siting plans	All Station sites selected by Contractor and submitted to NYCDOT for final approval	5 months before go-live	

	Column 1	Column 2	Column 3	Column 4
	Milestone Description	**Deliverables Required**	**NYCDOT Proposed**	**Proposer to Complete**
9	Initial development of Promotions campaign	Draft Promotions plan submitted to NYCDOT	5 months before go-live	
10	Initial Bicycle Relocation plan development	Draft Bicycle Relocation plan submitted to NYCDOT	4 months before go-live	
11	Initial Back Office plan development	Draft Back Office Staffing and Operations plan submitted to NYCDOT	4 months before go-live	
12	Initial System Maintenance and Cleaning plan development	Draft Bicycle and Station Maintenance plan(s) submitted to NYCDOT	4 months before go-live	
13	Final development of Promotions campaign	Final Promotions plan submitted to NYCDOT	4 months before go-live	
14	Implementation of Promotions campaign	Promotional campaign go-live	4 months before go-live	
15	Fully operational Database in Central Computer System	Fully Operational and Tested Database	3 months before go-live	
16	Initial development of Website	Beta Website for NYCDOT Review	3 months before go-live	
17	Final Bicycle prototype delivery	Final Prototype Bicycle submitted to NYCDOT	3 months before go-live	
18	Final Station Prototype development	Final Prototype Station submitted to NYCDOT	3 months before go-live	
19	Final Station Computer Unit Prototype development	Final Station Computer Unit prototype submitted to NYCDOT	3 months before go-live	

	Column 1	Column 2	Column 3	Column 4
	Milestone Description	**Deliverables Required**	**NYCDOT Proposed**	**Proposer to Complete**
20	Final Bicycle Relocation plan development	Final Bicycle Relocation plan submitted to NYCDOT	2 months before go-live	
21	Development of Station siting plans	Detailed Station site plans developed for each site	2 months before go-live	
22	Final System Maintenance and Cleaning plan development	Final Bicycle and Station Maintenance plan(s) submitted to NYCDOT	2 months before go-live	
23	Final Back Office plan development	Final Back Office Staffing and Operations plan submitted to NYCDOT	2 months before go-live	
24	Fully Operational Accounts System in Central Computer System	Fully Operational and Tested Accounts System in Central Computer System	2 months before go-live	
25	Fully operational subscriptions section of Website	Fully Operational and Tested Live Subscriptions Page on Website	2 months before go-live	
26	Fully operational Website	Fully Operational and Tested Live Complete Website	30 days before go-live	
27	Fully operational Central Computer System	Fully Operational and Tested Live Central Computer System	30 days before go-live	
28	Station delivery	All Stations delivered for installation	21 days before go-live	
29	Final Bicycle delivery	All Bicycles delivered	14 days before go-live	
30	Implementation of fleet distribution plan	Fully staffed fleet distribution team and Center location(s)	14 days before go-live	

	Column 1	Column 2	Column 3	Column 4
	Milestone Description	**Deliverables Required**	**NYCDOT Proposed**	**Proposer to Complete**
31	Implementation of Back Office operations plan	Fully staffed and operational back office.	14 days before go-live	
32	Implementation of System Maintenance and Cleaning plan	Fully staffed maintenance and IT team for System Maintenance and Cleaning	14 days before go-live	
33	All Stations installed	All Stations installed and fully operational	10 days before go-live	

Liquidated damages to be agreed upon between the parties shall be assessed for delays in the go-live date as described in the Contract.

Attachment C-19: Design Quality

DOT is committed to quality design of objects that are installed on streets. The family of street furniture, bus shelters, NYCityRack are examples of the standards that are being set for street furniture. Please explain: a) the design approach of the System that you are proposing; and b) how will the System fit into the existing streetscape.

Attachment C-20: References

Proposers must provide the names, phone numbers, emails and addresses of no fewer than five (5) client references, including at least one reference for each contract or license identified in Attachment C-1. NYCDOT may request additional references for individual members of the project team, including subcontractors.

Appendix D:
Business Model Response Document

Appendix D-1: BUSINESS MODEL RESPONSE OUTLINE

Using a format of their choice, preferably a financial pro forma format, Proposers should address the following six (6) aspects of the financial performance of their proposed system. For each aspect, please provide the assumptions used (for example as appropriate: usage assumptions by membership type, anticipated monthly useage during the start-up period, anticipated annual useage for the duration of the System).

1. ESTIMATED OPERATING BUDGET INCLUDING ALL OPERATING COSTS AND REVENUES OVER A FIVE (5) AND TEN (10) YEAR PERIOD

Please detail the operating budget of your proposed System over a five (5) year period and a ten (10) year period. Please include a line item break down of all operating costs and revenues.

2. ESTIMATED CAPITAL COSTS

Please detail the capital costs, including but not limited to start-up, upgrades and replacement, of your proposed System. Please include a line item break down for each capital cost including, but not limited to, equipment manufacture and purchase, installation, website development etc.

3. ESTIMATED CAPITAL FUNDING SOURCES AND VALUES

Please list the funding sources that you intend to use in the development and installation of your proposed System. Please include a line item break down of all capital funding sources including but not limited to sponsorship placement, grants, loans etc.

4. ESTIMATED OPERATING REVENUE SOURCES AND VALUES

Please list the funding sources that you intend to use in the operation of your proposed System. Please include a line item break down of all operating funding sources including but not limited to membership and user fees, sponsorship placement, advertising, grants, etc.

5. RECOVERY OF PARKING REVENUE

Please address your approach to the recovery of parking revenue.

6. ESTIMATED PROFIT MARGIN SOURCES AND VALUES

Please list the level(s) and percentage(s) of revenue to be shared with the City.